A Campaign Quality Army
with Joint & Expeditionary Capabilities
RELEVANT & READY • RELEVANT & READY • RELEVANT & READY
STABLE & PREDICTABLE • STABLE & PREDICTABLE • STABLE & PREDICTABLE
MODULAR & CAPABLE • MODULAR & CAPABLE • MODULAR & CAPABLE
Our Army at War...Relevant and Ready

Supporting the Army Modular Force

AMC Senior Executive Symposium

14 March 2005

LTG David F. Melcher, Deputy Chief of Staff, G-8

Army FY06 Corporate Profile

FY04 Expenditures	$141.6B
FY 05 Appropriation + Pending Supp	$157.0B
FY 06 President's Budget	$ 98.6B*

* Does not include expected Supplemental support for GWOT; $3B O&S, $4B Reset, $5B Modularity

FY06 President's Budget

• Military Personnel		$ 28.4B
• Operations & Maintenance		$ 25.3B
• Procurement		$ 11.8B
• RDTE		$ 9.7B
• Military Construction		$ 1.5B
• Environmental Restoration		$ .5B
• Army Family Housing		$ 1.4B
• Reserve Components		$ 15.3B
– National Guard	$ 10.0B	
– Army Reserve	$ 5.3B	
• Other		$ 4.7B
		$ 98.6B**

** Does not include CHEM DEMIL and expected Supplemental support for GWOT

People – Army End Strength

• Active Military	482.4K
• Reserve Military	555.0K
• Civilians	233.0K
• Contractors	~ 280.0K

Key Facts

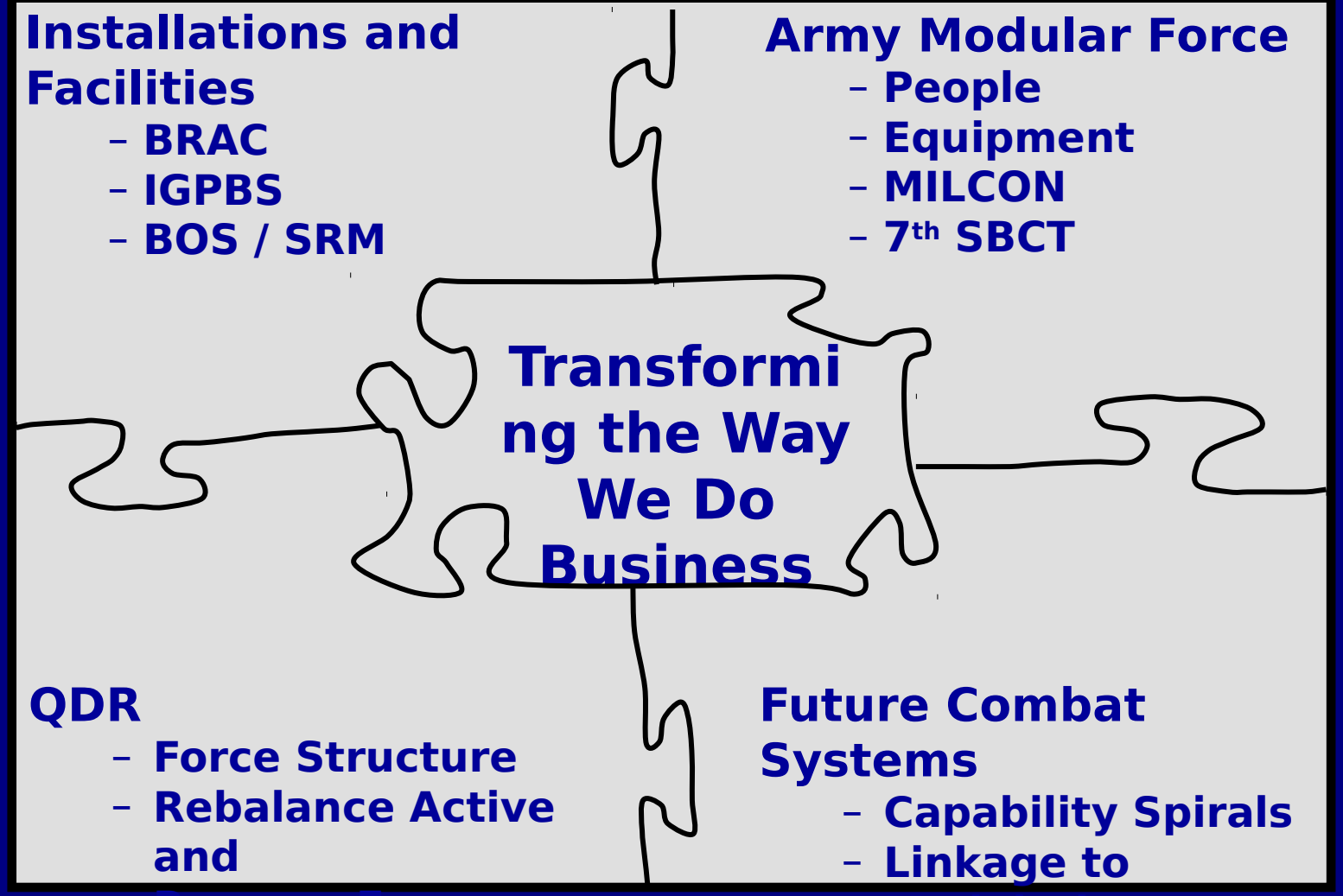
- Recognized by CJCS as "the busiest Service" with 315,000 Soldiers deployed in 120 Countries
  - Iraq ~ 113K
  - Afghanistan ~ 14K
  - Kuwait ~ 42K
  - Korea ~ 28K
  - Homeland Defense ~ 16K
- Supplemental Funding
  - FY04 = $40B
  - FY05 = $57B
- Fleet
  - Wheels ~237,000 vehicles
  - Tracks ~ +28,000 vehicles
  - Rotary wing ~4,200 airframes
- Installations
  - $241B Plant Replacement Value
  - ~4,100 Installations and centers
  - ~15.4M acres
  - ~57,700 miles of roads
  - ~981 Million square feet of buildings

…As a corporation

- Would rank #5 on the Fortune 500 based on revenue
- As large a workforce as Wal-Mart and McDonalds (1.5M)
  - UPS has 355K employees

Significant Issues for FY07-11

Our Army at War…Relevant and Ready, Today and Tomorrow



Program Budget Review, FY07-11

Why Modularity

Modularity is the Army's major force transformation initiative that involves the total redesign of the operational Army into a **larger, more powerful, flexible and rapidly deployable force**

The Modular Army Force

What it is

- Migrating division and corps Joint and Army capabilities to the brigade-level
- Common Brigade Combat Team (BCT) organizational designs - Infantry, Stryker and Heavy
- Common organizational designs for Aviation, Maneuver Enhancement, Battlefield Surveillance, Fires and Sustainment Brigades
- Standardized, self-sufficient tactical force between 3,300 to 3,900 soldiers
- 77 - 82 Brigade Combat Teams
  - 43 - 48 Active Component
  - 34 National Guard

Advantages

- At least a 30% increase in Active Force combat power
- At least a 50% increase in the rotational pool of ready units
- Creation of a deployable joint-capable headquarters - - 4 levels to 3
- Force design compatible with future network centric developments
- Reduced stress on the force through a more predictable wartime rotation cycle:
  - Active Force: One year deployed and two years at home station
  - National Guard Force: One year deployed and five years at home station

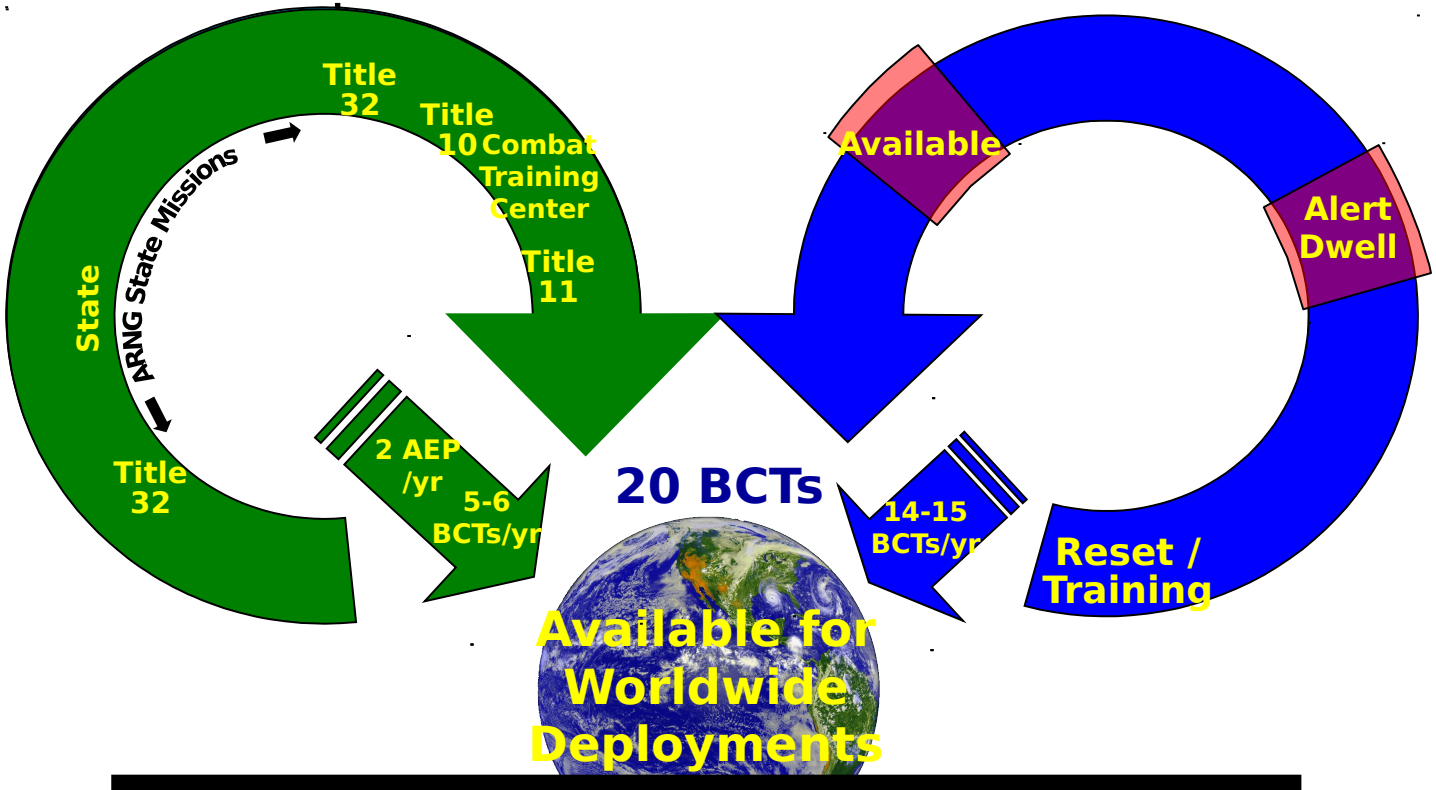
Army Force Generation Model

Army National Guard
34 BCTs
6 year cycle (1:5)

Army Reserve
10 Army Expeditionary Packages (AEPs)
5 year cycle (1:4)

Army Active Component
43-48 BCTs

3 year cycle (1:2)



Manage readiness and the availability of forces

Army FY 06/07 Budget Themes

- Transform and improve Army capabilities
  - Restructure to a modular design.
  - Rebalance active and reserve.
  - Stabilize units.
- Improve effectiveness and identify efficiencies.
- Recruit and retain the all-volunteer force.
- Accelerate promising technology to improve force protection and enhance fighting capability.
- Reset equipment through repair and recapitalization

This budget expands Army capabilities and provides a force ready for deployment. It sets the foundation from which the Army will win the Global War on Terrorism. Supplemental appropriations will fund the cost of the war.

The Strategy: "Reset"

- The overarching plan to transform the Army to:
  - Build a campaign-quality Army with joint and expeditionary capabilities in this decade
  - Provide relevant and ready land power to combatant commanders and Joint Forces
  - Increase capability by taking a holistic view of readiness:
    - ***Soldiers*** – Stabilize the force; recruit and retain; establish end strength for new modular units
    - ***Training*** – Train and certify new modular units
    - ***Equipment*** – Fix forward; leverage depots, augment with contractors & installation assets; re-stock munitions; **REPAIR / RECAP / and REPLACE systems**
- Leverage reprogramming, supplemental appropriations and the Army POM to fund the stra

Regenerating combat power while increasing capability

How Are We Managing Wartime Requirements?

AR2B

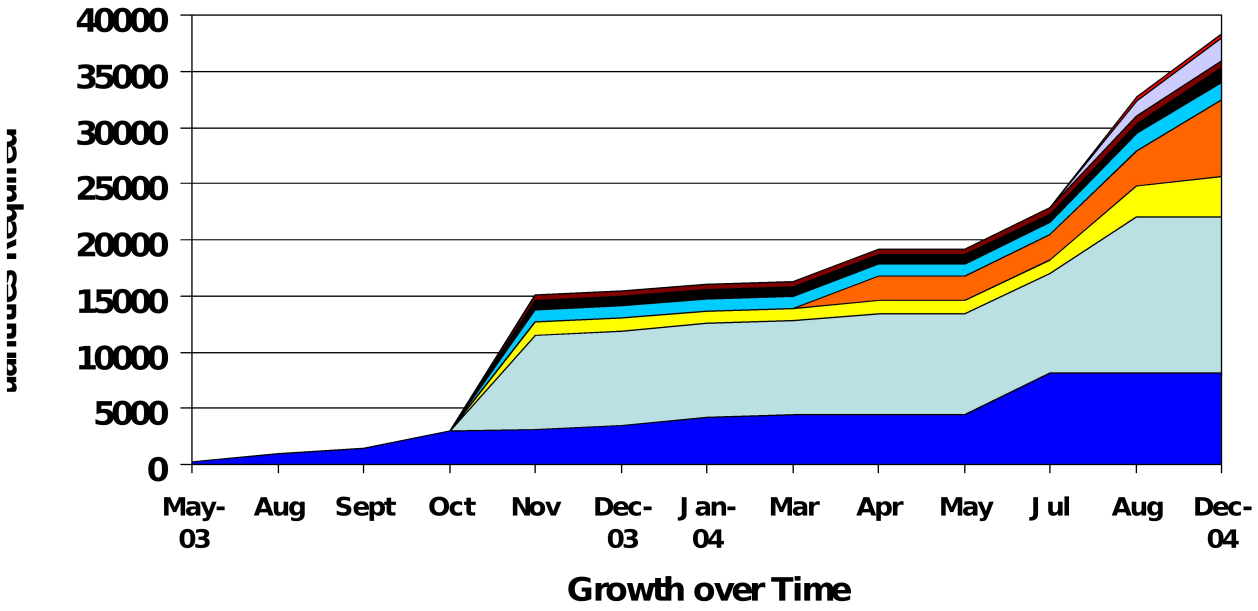
- Validate ONS
- Determine Resourcing Situation
  - Cross leveling
  - New buys

- How does the Army anticipate?
- How does the Army respond?
- How responsive is the Army?

AWPB

- Prioritize Industrial Production
- Example: Steel for UAH

Example: Armored Vehicle Requirements



LIGHT
- Up Armored HMMWV
- HMMWV AoA Kit

MEDIUM
- FMTV AoA Kit
- M900 (5T) AoA Kit

HEAVY
- HEMTT AoA Kit
- PLS AoA Kit
- HET AoA Kit
- M915 Line Haul AoA Kit
- M969 Fuel Tanker

PLS – Palletized Loading System

HET – Heavy Equipment Transporter

Program Budget Review FY06-11 Impacts

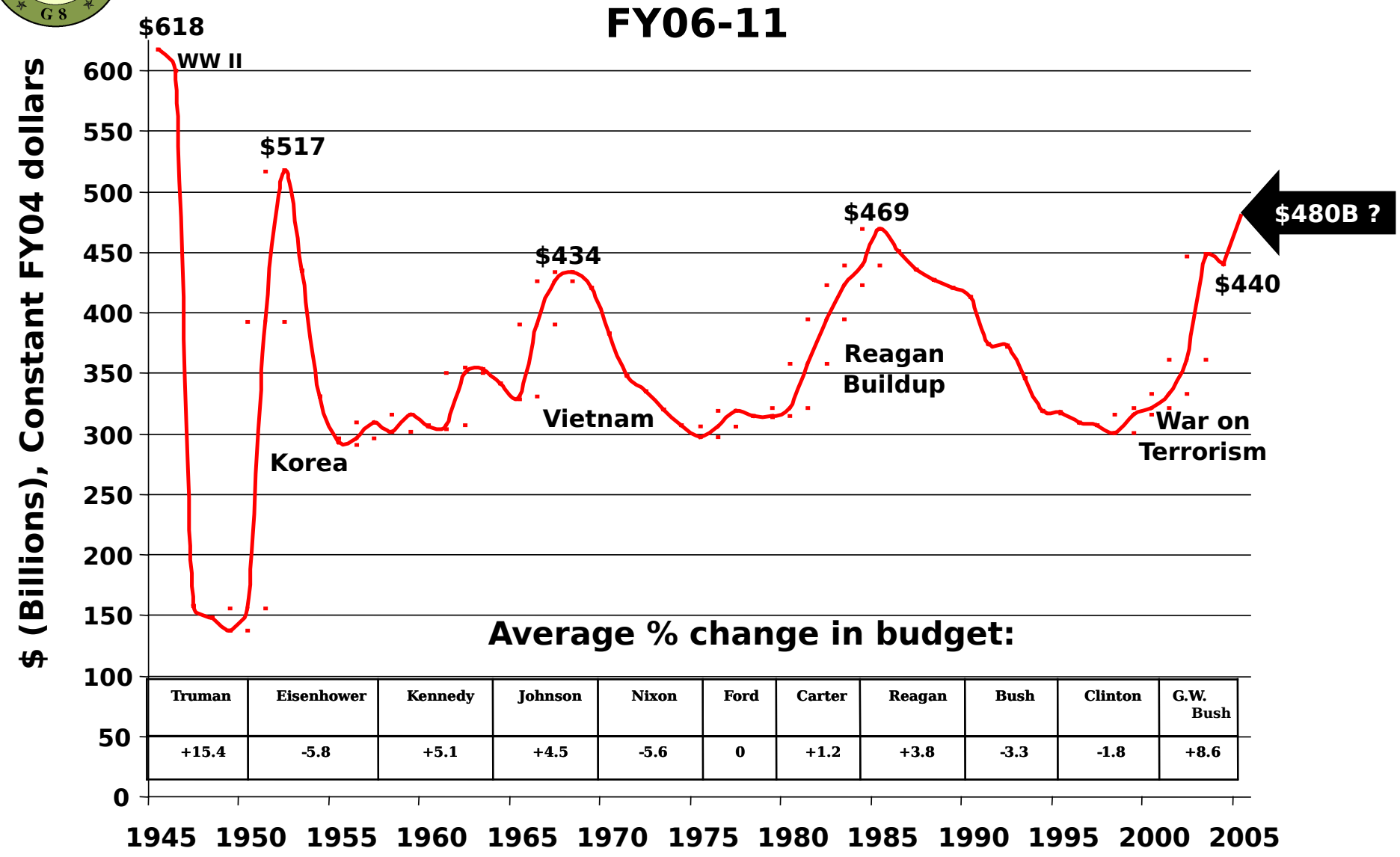
Army TOA - Results from Program Budget Review									
($B)	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY06-11
PB 05*	134.6	100.2**	102.7	108.0	113.7	116.5	119.1	122.0	682.0
Adjustment			(4.1)	(2.9)	(2.5)	(1.2)	(1.2)	(1.4)	(13.3)
Modularity Reserve				5.0	5.0	5.0	5.0	5.0	25.0
PB 06 FYDP			98.6	110.1	116.2	120.3	122.9	125.6	693.8
Supplemental		8.0	8.0						8.0
MILPERS Commitment				3.0	3.0	3.0	2.0	2.0	13.0
OSD Reserve and Supplemental		8.0	8.0	3.0	3.0	3.0	2.0	2.0	21.0
Total Base + Supplemental		108.2	106.6	113.1	119.2	123.3	124.9	127.6	714.8
RESET Supplemental		4.0	4.0	TBD (end of emergency plus two fiscal years)					
Total Base + Modularity/RESET Supplemental		112.2	110.6						
* POM Start differs from PB05 by $2.1B (OSD Fiscal Guidance decrement)									
** FY 05 Enacted Budget									
*** FY09-11 Army internally funding $1.5B per year from Business Process Re-engineering. Savings added to Modularity Reserve									
FY06-11 Increase in Current Dollars		$32.8 Billion		***Net = $28.3 Billion					

Change in FY06-11 = $32.8B

* ***(does not include Chem Demil)***

- Army TOA was decremented ~$13.3B (FY06-11) during Program Budget Review but this does not reflect $4.5B the Army must pay into the Modularity Reserve through Business Transformation efficiencies in FY09-11
- Impacts all MACOMs and will require Business Transformation:
  - ✓ MIL-CIV Conversions
  - ✓ Contract Support Services
  - ✓ Army Management Headquarters Activity
  - ✓ IT Programs and Initiatives
  - ✓ Conferences and Symposiums
  - ✓ Performance–Based contracting
- OSD provided $25B for a “Modularity Reserve” in the base program and indicated continued support for Modularity through Supplemental / Overguidance commitment to MILPERS

DoD Budget Authority by Presidency

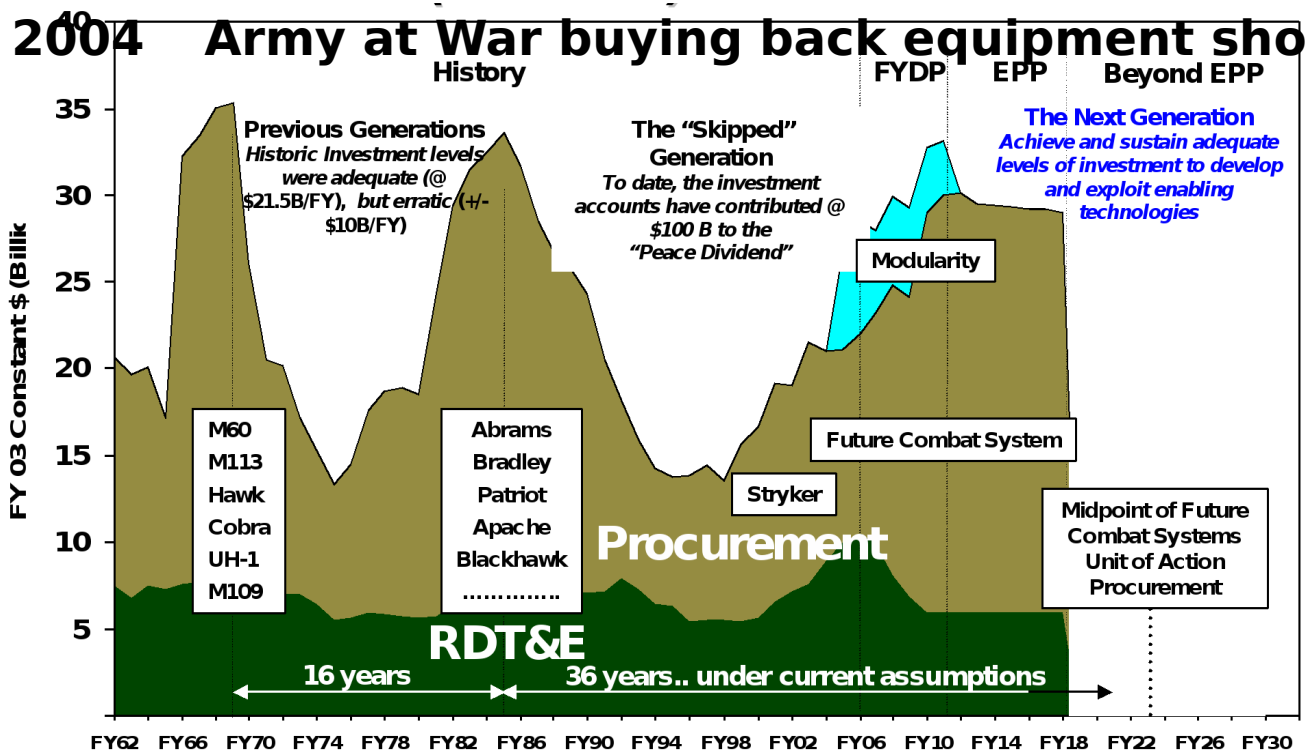


Average % change in budget:

Truman	Eisenhower	Kennedy	Johnson	Nixon	Ford	Carter	Reagan	Bush	Clinton	G.W. Bush
+15.4	-5.8	+5.1	+4.5	-5.6	0	+1.2	+3.8	-3.3	-1.8	+8.6

Pre-9/11 Environment

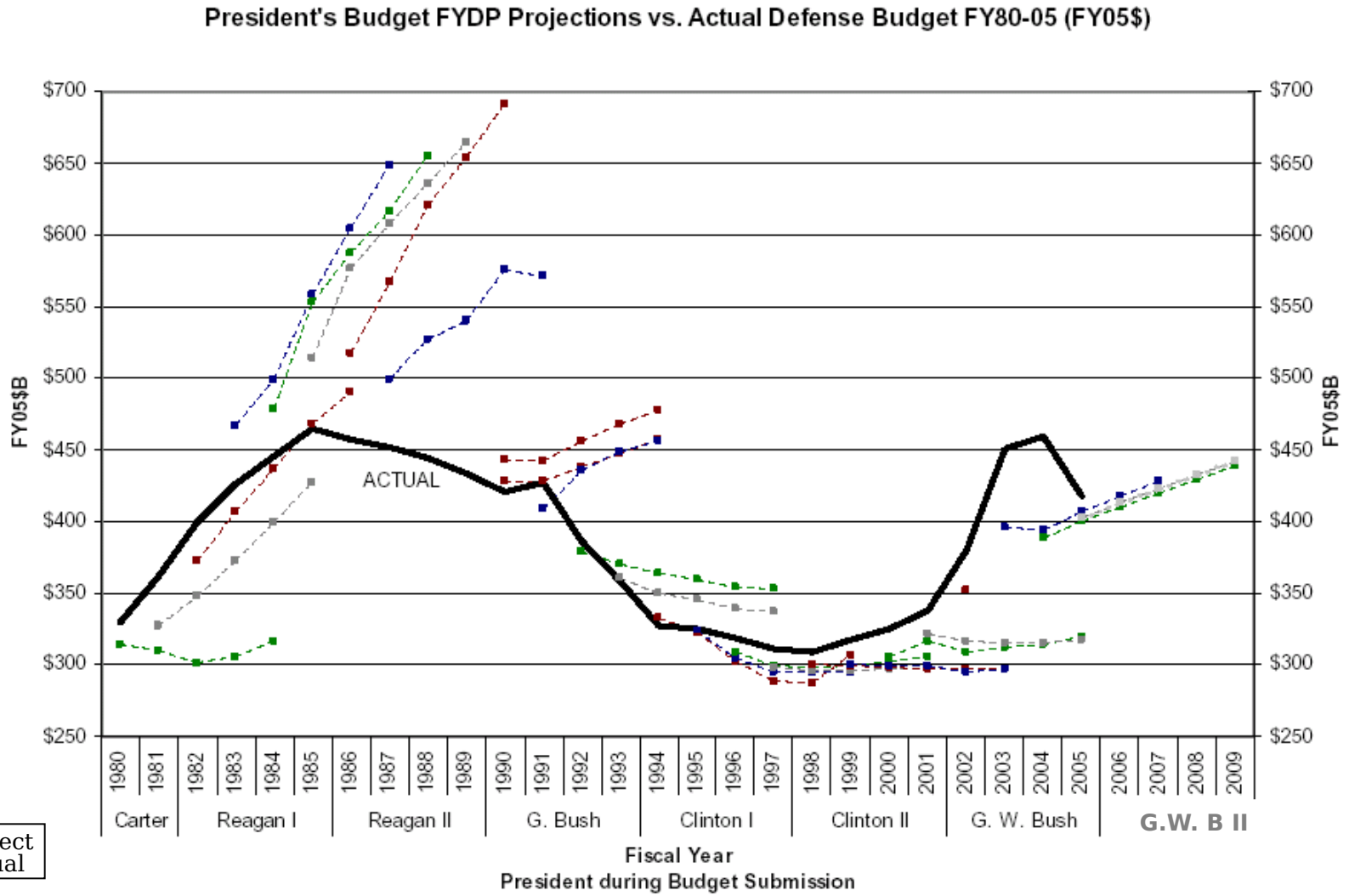
- 1980s The “Big 5” procurement
- 1990s Army Procurement Holiday
- 2000 Future Force investment (RDTE) at the expense of the Current Force. Procurement focused on SBCTs
- 2004 Army at War buying back equipment shortages



Digging out of a $10B Procurement Hole

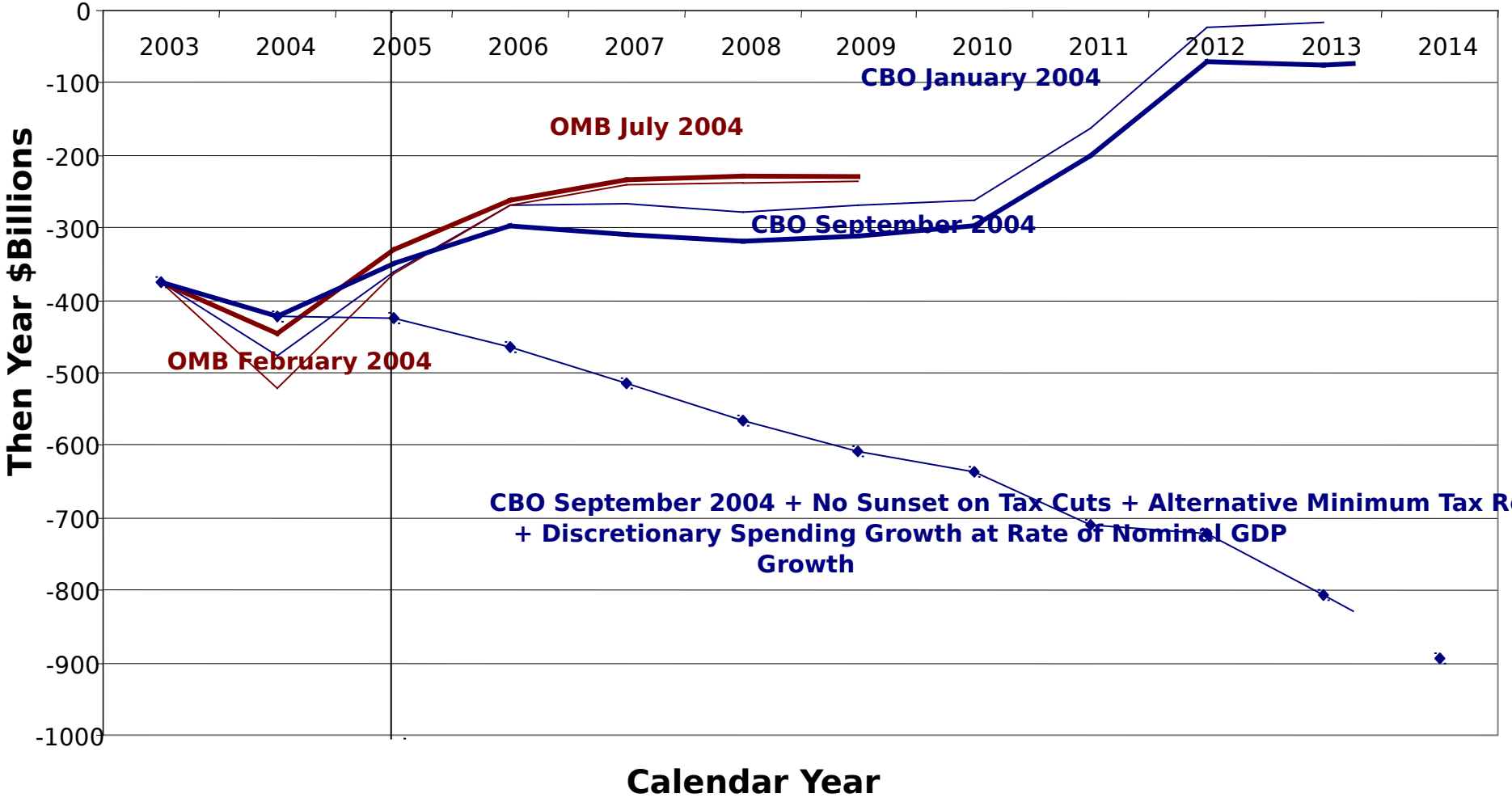
A Changing Economic Environment:

Projected DoD FYDP versus Actual

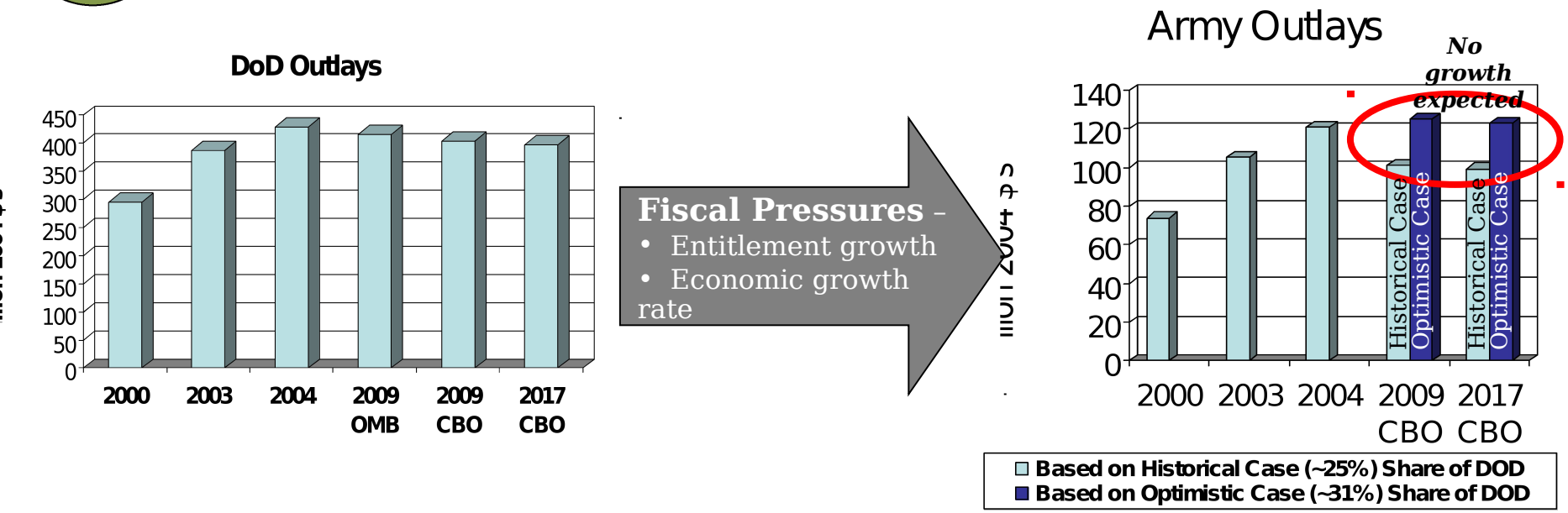


Budget Deficit Remains Difficult Challenge

U.S. Unified Federal Budget Surplus/Deficit Projections 2003-201



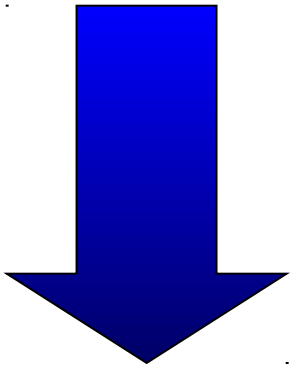
Expected Future DoD and Army Budget Authority
FY06-11



- RAND Study examined future resource environment using OMB and CBO forecasts
- Concluded that DoD and Army resources will remain flat
- Based on historical share of DoD (~25%), Army will hover at $100B

Army must plan for a constrained future resource environment
– expected topline of $100B with no real growth

Transforming the Way We Do Business



Army Enterprise Transformation

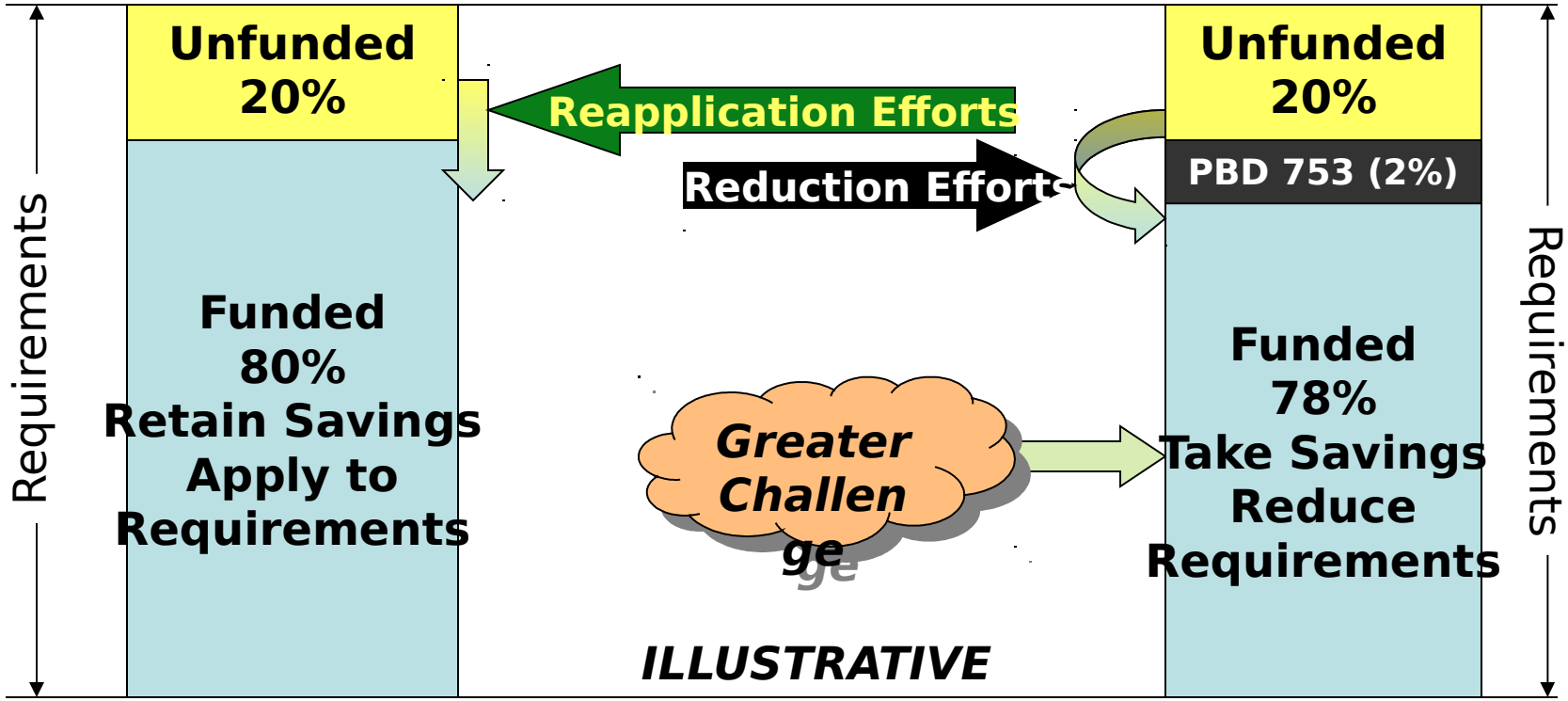
What has the Army done to help itself?

- Linked modular conversions to Army's deployment schedule
- Divested or restructured 126 programs totaling over $60B in the last six POMs
- Divested or restructured programs in POM FY06-11 to fund:
  - ✓ $13B for Modularity
  - ✓ Under funded investment accounts (Ammo, Equipping the Soldier)
- Returned 11K military spaces to warfighting positions, backfilling with half that amount of civilians
- Restructured $9B from Future Combat Systems in order to "spiral" enhanced capabilities into the operational force
- Divested the Comanche program, focusing $14.6B to fix Army Aviation and transform into modular Aviation formations
- Funded Battle Command, Network Development, and Soldier as a System
- Will find at least $2.5B per year in efficiencies from Transforming the Way We Do Business

Requirements and Resources

EFFORTS AT FINDING EFFICIENCIES IN THE INSTITUTIONAL ARMY

- **Business Initiative Council (BIC)—'02-04**
- **Defense Reform Initiative (DRI)—'98-00**
- **Defense Management Report (DMR)—'91-94**
- **Business Transformation '05>**



Why Transform?

- Adapt to Fiscal Realities
  - Federal budget constraints
  - Platforms/infrastructure aging driving increasing costs
  - Manpower and entitlement costs increasing
  - Cost of technology and systems increasing
- Address Strategic Realities
  - Continuous global engagement
  - Requires campaign capabilities
- Guided by 4 Overarching and Inter-Related Strategies:
  1. Relevant and Ready land power to Support the Combatant Commanders
  2. Well trained, equipped Soldiers serving as warriors, led by adaptive leaders
  3. Quality of life and well-being of our people that match the quality of their service
  4. Infrastructure to enable the force to fulfill its strategic roles and missions

Secretary of the Army

Management Philosophy

6 Underlying Principles

- **PEOPLE** are the single most important part of any organization – especially the Army
- Ultimately, the only thing that counts is **RESULTS** – what gets measured gets done
- Continuous **CHANGE** and **IMPROVEMENT** of all aspects of the organization is essential – evolutionary transformation leading to revolutionary outcomes
- **TRUST** and **TEAMWORK** are fundamental to success – no surprises, particularly bad news, which is acceptable provided there is a recovery approach and eventually a plan
- **Effective LEADERS** establish a clear direction and destination for the organization and then align, motivate and inspire their people to get there
- There is no substitute for a positive, can-do **ATTITUDE**

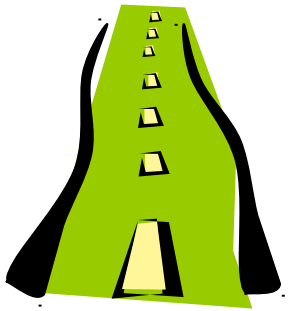
Paths We Can Take*

Operating Excellence

Stupid Path

- Cut Services
- Continue Current Way of Managing

Smart Path



- Cut Waste
- Introduce Enterprise Excellence Tools
- Make Fact-Based Decisions
- Senior Leaders Champion Change
- Mid-Level Managers Lead Change

Lazy Path

- Just Cut—Based on Across-the-Board Targets
- Cut Without Analyzing Cost, Waste, or Capability

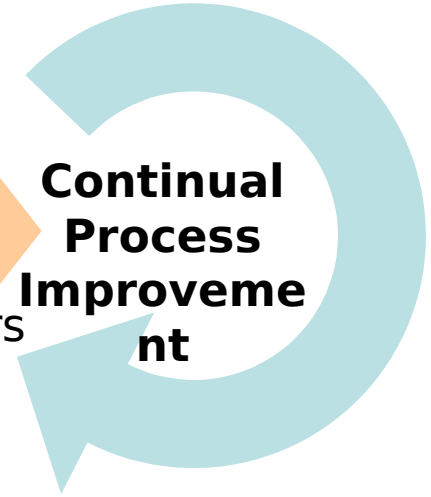
*Includes Lockheed Martin Proprietary Information

Army Enterprise Transformation Way-Ahead

Short Term Way-Ahead (over the next 4 months)

HQDA sponsors Executive-level Training

- Train leaders across ARSTAF, Secretariat, and MACOMs
- Identify processes (Value Streams) for reform
- Divest functions which are no longer relevant
- Re-engineer processes to increase responsiveness to Cbt Cdrs
- Increase Productivity (Output / Cost)



Long Term Goal: **Building a culture of innovation that leads to continuous, measurable improvement**

Transforming the Army into a more effective and efficient organization while simultaneously saving manpower and dollars.

Transforming the Way We Do Business

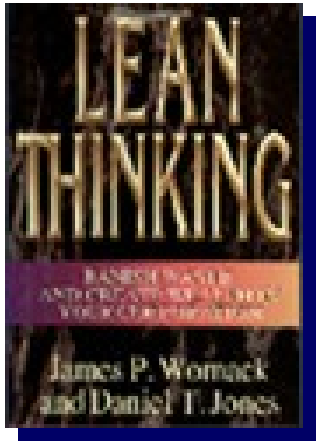
(Lean Six Sigma Training)

	Sessions 1 & 2	***Sessions 3-5***	***Session 6****
Formal Training	2-3 Feb	23-25 Feb	26 Feb

** Senior Army Leadership Session*

Process	***Subject***	***Value Stream Mapping***	***Rapid Improvement Event 1***	***Rapid Improvement Event 2***	***Rapid Improvement Event 3***
1	PPBE	15-18 Feb	21-25 Mar	6-10 Jun	8-12 Aug
2	PPBE Requirements	1-4 Mar	28 Mar – 1 Apr	13-17 Jun	15-19 Aug
3	Life Cycle Mgmt	8-11 Mar	4-8 Apr	20-24 Jun	22-26 Aug
4	Installation Mgmt	12-15 Apr	9-13 May	11-15 Jul	12-16 Sep
5	Recruiting(TBD)	19-22 Apr	16-20 May	18-22 Jul	19-23 Sep
6	TBD	26-29 Apr	23-27 May	25-29 Jul	26-30 Sep

Enterprise Excellence Requires:



- Management Commitment
- Customer-Centered Approach
- Fact Based Decision Making
- Continuous Improvement
- Process Orientation

The Quality Management FORUM
Fall 2003
ASQ
A Peer-Reviewed Publication of the Quality Management Division of the American Society for Quality
INSIDE THIS ISSUE
Enterprise Excellence: Six Sigma and Lean Production
The password for the members only section on the ASQ-QMD Web site is: fa3frm

Lean

- **Removes Waste**
- **Increases Speed**

Six Sigma

- **Removes Variability**
- **Improves Quality**

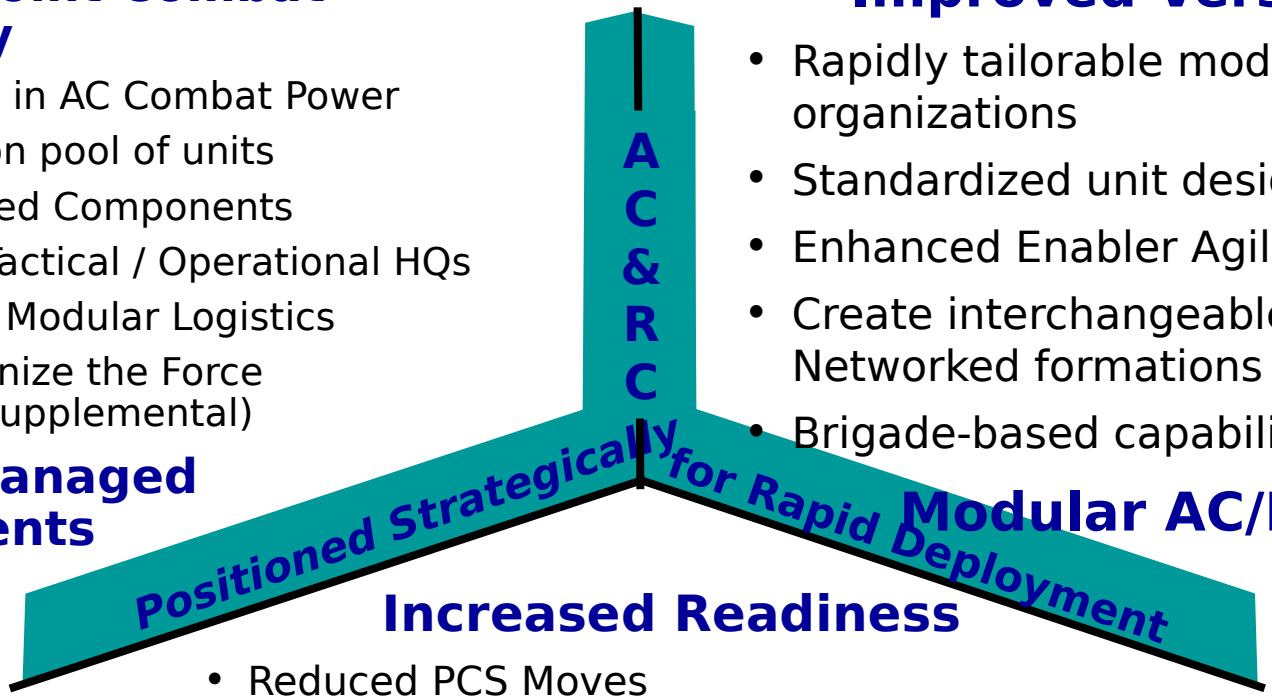
Speed Improves Quality; Quality Improves Speed; Speed and Quality Reduce Cost

A Campaign Quality Army with Joint and Expeditionary Capabilities

Increased Joint Combat Capability

- 30% Increase in AC Combat Power
- Larger rotation pool of units
- Fully integrated Components
- JTF Capable Tactical / Operational HQs
- Joint Enabled Modular Logistics
- RESET/Modernize the Force (Program + Supplemental)

Globally Managed Deployments



Improved Versatility

- Rapidly tailorable modular organizations
- Standardized unit designs
- Enhanced Enabler Agility
- Create interchangeable units – Networked formations
- Brigade-based capability

Modular AC/RC design

Increased Readiness

- Reduced PCS Moves
- Unit & Soldier Stabilization
- Rotational Readiness with a Surge Capability
- Training focused around reset cycles
- Improved Rotational Predictability

Increased Stability

Providing essential capability to the Joint Force

A Campaign Quality Army
with Joint & Expeditionary Capabilities
RELEVANT & READY • RELEVANT & READY • RELEVANT & READY •
STABLE & PREDICTABLE • STABLE & PREDICTABLE • STABLE & PREDICTABLE •
MODULAR & CAPABLE • MODULAR & CAPABLE • MODULAR & CAPABLE •
Our Army at War...Relevant and Ready

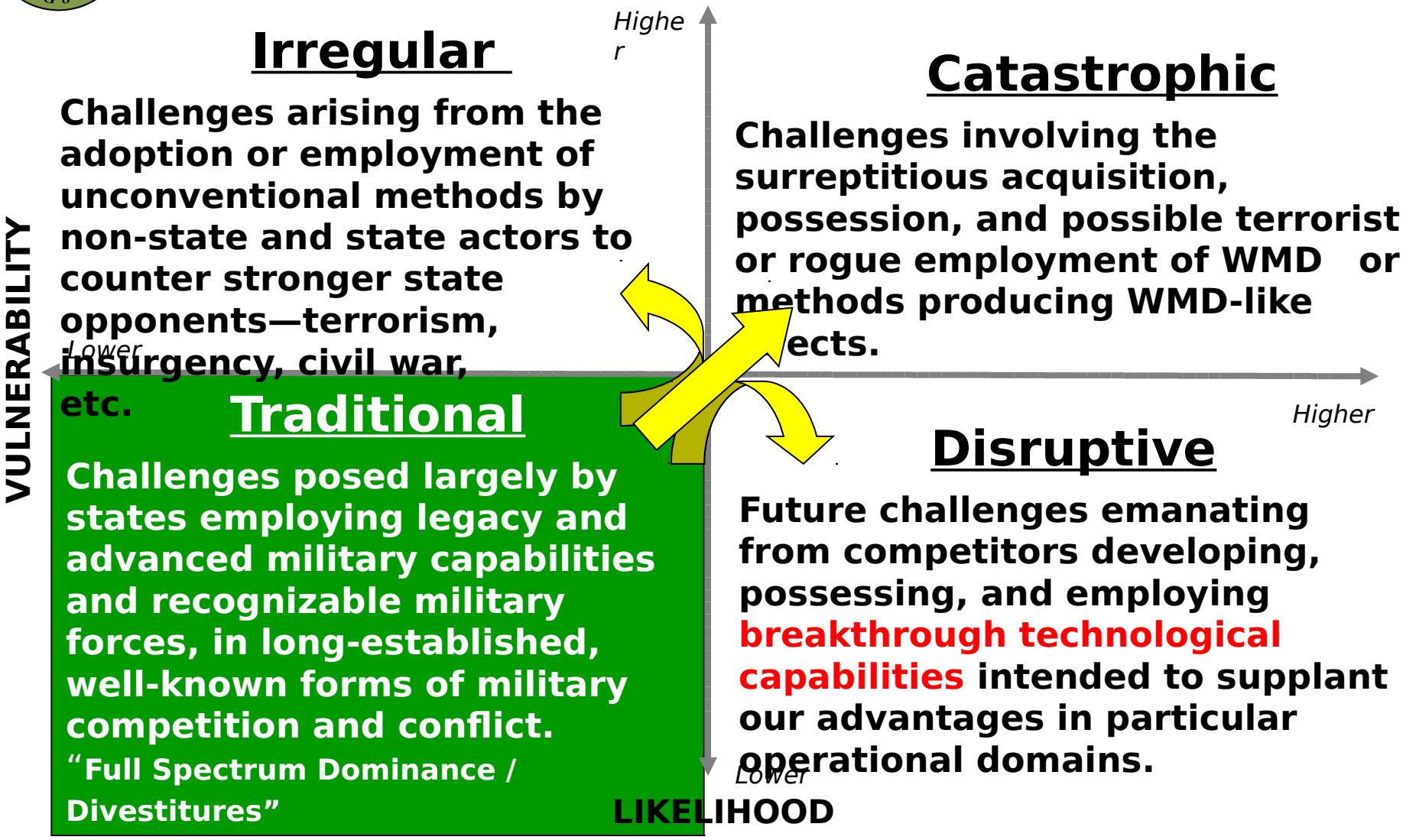
Conclusion/Questions?

AMC Senior Executive Symposium
14 March 2005

LTG David F. Melcher, Deputy Chief of Staff, G-8

Back Up Slides

Security Environment Challenges


Irregular
Challenges arising from the adoption or employment of unconventional methods by non-state and state actors to counter stronger state opponents—terrorism, insurgency, civil war, etc.
Catastrophic
Challenges involving the surreptitious acquisition, possession, and possible terrorist or rogue employment of WMD or methods producing WMD-like effects.
Traditional
Challenges posed largely by states employing legacy and advanced military capabilities and recognizable military forces, in long-established, well-known forms of military competition and conflict.
"Full Spectrum Dominance / Divestitures"
Disruptive
Future challenges emanating from competitors developing, possessing, and employing breakthrough technological capabilities intended to supplant our advantages in particular operational domains.
VULNERABILITY
Higher
Lower
Lower
Higher
LIKELIHOOD

No hard boundaries distinguishing one category from another!

FY07-11 Assumptions

- Defense Strategy & 1-4-2-1 construct does not change for Program Budget Review FY07-11
  - QDR 05 will primarily shape POM/BES FY08-13 but may likely result in direction that can be incorporated into PBR FY07-11 Program Change Proposals
- Army's level of strategic commitment will continue at not less than the the current pace but not necessarily in current dispositions
- Additional resources (Supplemental) will continue through the end of emergency plus two fiscal years
- Supplemental / overguidance will resource Modularity FY05 - FY06 ($8B per year) and Modularity manpower costs FY07-11 ($3B per year)
- TOA will likely decline over the next several years
- Resourcing GWOT costs will begin to migrate into the base program
- Transforming the Way We Do Business will adjust requirements and resources

FY07-11 Strategic Objectives

- **Minimize changes during PBR FY07-11**
- **Maintain POM / BES FY06-11 and PB06 decisions**
- **Prepare for POM FY08-13**
- **Permit limited resourcing adjustments that support EOH directed GWOT and Army Transformation priorities that cannot wait until POM / BES FY08-13**
  - Resource 512.4K AC End Strength (Base Program 482.4K, Supplemental / Overguidance 30.0K)
  - Program Modularity
    - $25B Modularity Reserve FY07-11
    - $4.5B Business Transformation efficiencies FY09-11
  - Program for requirements changes and funding reductions due to Business Transformation Initiatives
  - Program mature Global Basing (IGPBS) initiatives
  - Program BRAC decisions - leveraging the OSD BRAC Withhold
  - Program QDR decisions
  - Address fact of life changes such as pay and rates
  - New initiatives must have identified offsets

Expected Program Change Proposals

Budget Change Proposals

Army Modularity Cost Overview

FY06-11

	Planned Execution		Army Program FY06-11		Program Add + Supplemental
	$59B	=	**$13B**	+	**$46B**
Operations & Support (includes People)	**$21.4B**		**$5.4B**		**$16.0B**
Construction	**$4.7B**		**$0.2B**		**$4.5B**
Equipment	**$32.9B**		**$7.4B**		**$25.5B**

Strategic Resourcing Challenges

Ends → *Ways*

Means

Goals

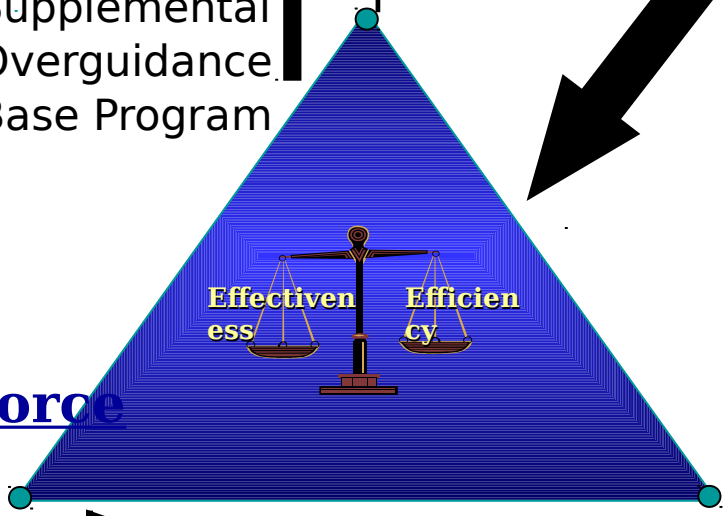
Resources

Alternatives

Resources

- Supplemental
- Overguidance
- Base Program

$



Operating Force

- UEx / UEx
- BCTs
- SUAs

Generating Force

- BRAC
- Outsource and / or Privatiza
- Transforming the Way We Do Business

If

Drives

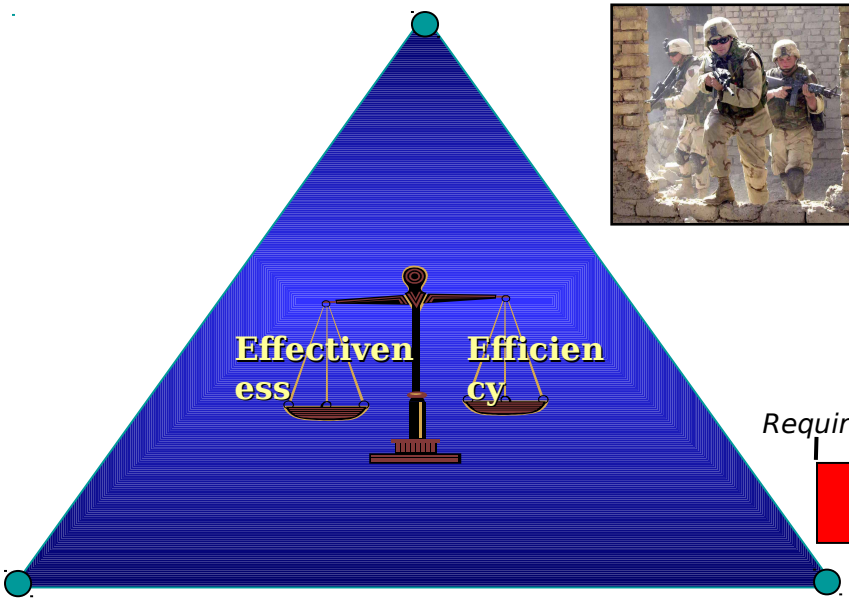
Generating Force

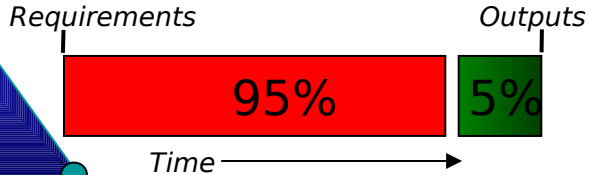
Army Enterprise Transformation

Takeaway…

Army Modular Force

Well-Trained, Equipped Soldiers serving as Warriors, Led by Adaptive Leaders





Relevant and Ready

Relevant and Ready Land Power for the Combatant Commanders as part of the Joint Team

Right Cost

Eliminating non-value added functions to improve effectiveness and efficiency

Supporting the COCOMs while maximizing return on taxpayer investment!

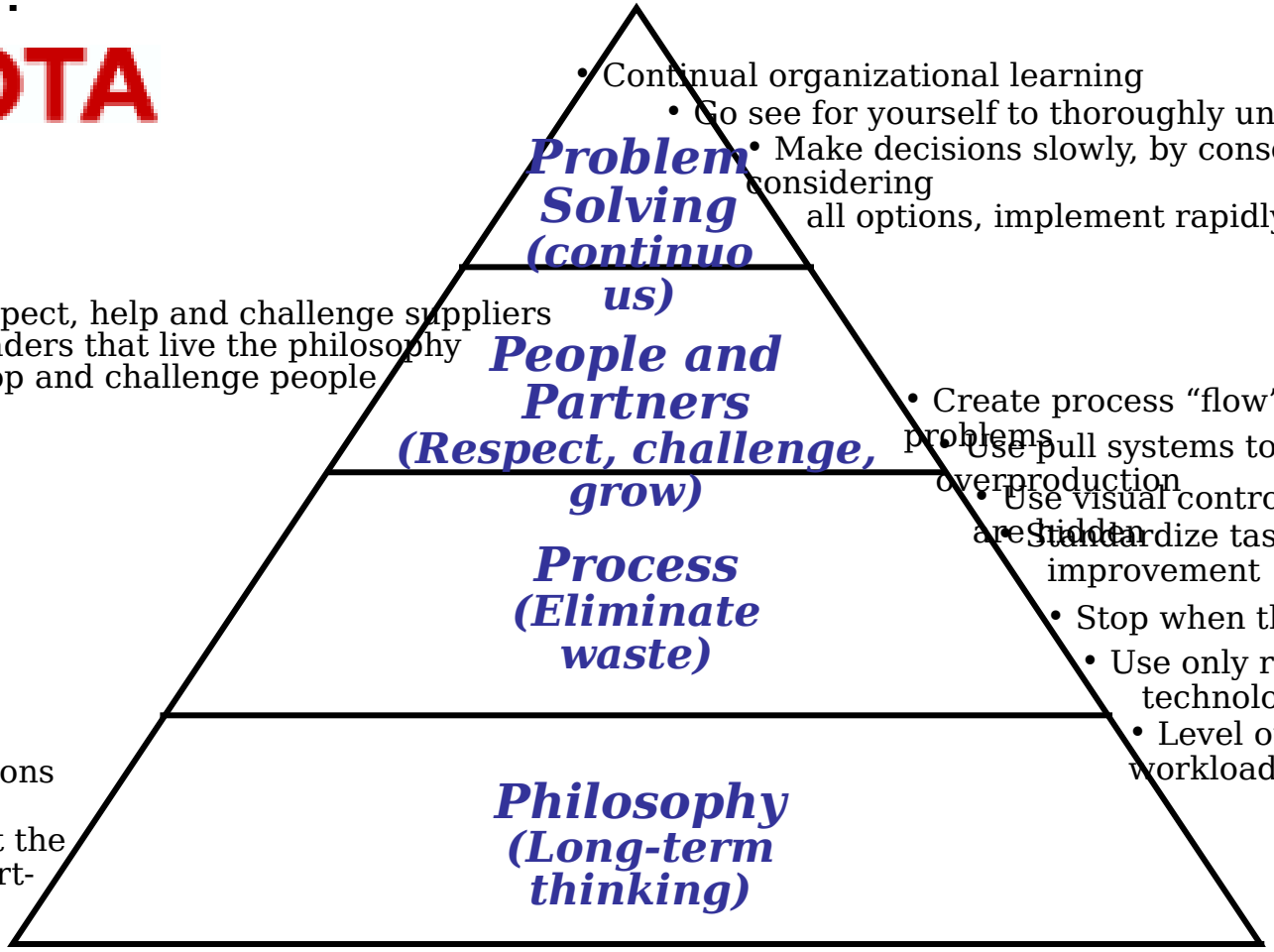
Evolving to a Culture of Innovation

- Innovation is key to institutional survival
- Army strategic critical path: “Change Internal Culture”
- Must enhance continuous adaptation to remain ahead o competitors
- People at all levels of an organization must proactively develop new ways of achieving individual, unit, and insti excellence & effectiveness
- Every single person in the organization must
  - Be invested in the organization’s success
  - Feel responsibility to implement new and better ways
  - Work toward achieving organizational objectives

Army culture must reward new thinking, innovation, and experimentation.

Tools to Enhance Effectiveness and Efficiency

TOYOTA



- Base your decisions on a long-term philosophy, even at the expense of the short-term financial goals

- Create process "flow" to surface problems
- Use pull systems to avoid overproduction
- Use visual controls so no problems are hidden
- Standardize tasks for continuous improvement
- Stop when there is a quality pro
- Use only reliable, thoroughly technology
- Level out the workload

- Respect, help and challenge suppliers
- Grow leaders that live the philosophy
- Respect, develop and challenge people and teams

- Continual organizational learning
- Go see for yourself to thoroughly understand the situation
- Make decisions slowly, by consensus, thoroughly considering all options, implement rapidly

Source: The Toyota Way, Jeffrey K. Liker

Enterprise Excellence Framework

A Holistic Implementation of Tools

Value of QMS
- **Commitment to CMI**
- **Method for Fact-Based Decision Making**
- **Management Roles and Responsibilities**
- **Method for Communicating**

Value of L6s
- **Structured Approach to Achieve CMI**
- **Focused on Bottom Line**
- **Eliminate Waste**
- **Streamline Operations**

Value of Desired Traits
- **Leadership**
- **Teaming**
- **Communication**
- **Employee Support**
- **Strategic Thinking**
- **Organizational Climate**

Value of VOC
- **Systems Engineering Approach**
- **Know & Understand Full Scope Customer's Needs**
- **Cost Effectively Satisfy Those I From Concept to Disposal**

Army Modularity

Organization	COMPO	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	Total	
UEy	AC		1	2	2					5	5
UEX (3-star & 2-star)	AC	3	3	3	4					13	21
	ARNG			1	2	3	2			8	
Hvy BCT (UA)	AC	5	4	4	7					20	30
	ARNG		2	5	3					10	
IN BCT (UA)	AC	6	2	8	2					18	41
	ARNG		1	3	5	6	7	1		23	
SBCT	AC	1	3	1						5	6
	ARNG		1							1	
Aviation BDE	AC	3	2	3	3					11	25
	ARNG			13						13	
	USAR				1					1	
Sustain BDE	AC	3	3	4	6					16	35
	ARNG		1	3	2	3	2			11	
	USAR			3	3	2				8	
FIRES BDE	AC		1	3	1					5	11
	ARNG			2	2	1	1			6	
ME BDE	AC			1	1	1				3	16
	ARNG					2	3	2	3	10	
	USAR			1	1	1				3	
ISR Capability	AC			1	1	2	1			5	5
	ARNG									0	
	USAR									0	
Total		21	24	61	46	21	16	3	3	195	

✳ *Addressed in POM 06-11*

Army Modularity

FY06-11

Modularity Resourcing

Source of Resourcing ($B)	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY06-11 Total ($B)
Topline	134.6*	100.2**	$98.6	$110.1	$116.2	$120.3	$122.9	$125.6	
Modularity									
Army Programmed FY06-11 (included in topline)			$1.5	$1.6	$2.6	$2.6	$2.7	$2	$13
Modularity*** (included in topline)				$5	$5	$5	$5	$5	$25
Supplemental or Overguidance		$8	$8	$3	$3	$3	$2	$2	$21
									$59
RESET (Supplemental)		$4	$4	------	(TBD - Hostilities plus 2 years)			------	

* Includes Modularity
** Enacted Budget
*** Business Transformation will add $1.5B / year FY09-11

Modularity Capability
(Cumulative)

Type of Modular Units	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	Total (#)
Headquarters	3	7	13	21	24	26			26
Brigade Combat Teams	12	25	46	63	69	76	77		77
Support Units of Action	6	13	47	68	80	87	89	92	92

Soldier Cost

Vietnam
1970

$6,705**

$2,520*
Steel Helmet
M16A1
Flak Vest
LCE
Uniform
Combat Boots
PRC 25

Desert Storm
1991

$37,955**

$9,392*
PASGT Helmet
M16A2
PASGT Vest
LCE
DCU
Combat Boots
NVG
SINGARS (man pack) –2/sqd

OEF/OIF
2004

$85,202**

$25,980*
Adv. Combat Helmet
M4
IBA
MOLLE
Uniform, Pads, Gloves
Combat Boots
II
Monocular NVG
Close Combat Optic
Thermal Weapon sights
MBITRS

* Constant Dollars
**Average Milpay Constant Dollars

Eliminate Non-Value Added Steps in Processes

Under Army Review

- **Aligning the Institutional Army**
- **IT Services and Modernization**
- **PPBE**
- **Life-cycle Management**
- **Total Army Analysis (TAA)**
- **AIM-HI for Base Operations Support (BOS)**
- **PEG Requirements – Review / Approval**
- **Installation Management**
- **Structure Manning Decision Review (SMDR)**
- **Rapid Equipping**
- **MWR Services**
- **TRM (Training Resource Model)**
- **Installation Anti-Terrorism/Force Protection**
- **Medical Functions**
- **Recruiting and Retention Initiatives**
- **Army Requirements Oversight Council (AROC) Process**
- **Army Contracting Process**

Areas of Interest for ASB

- **AAFES Second Destination Transportation *(Endorse current process)***
- **Armed Forces Network *(Commercialize AFN)***
- **Army Oil Analysis Program *(Review/endorse lab consolidation)***
- **Army Uniforms *(Uniform change interval)***
- **Civilian PCS Costs *(Relocation bonus instead of full PCS)***
- **Corporate Sponsorship of Army Programs *(Commercial sponsorship – like FedEx Field)***
- **Distance Learning *(Efficiency & effectiveness of distance learning vs. resident coursework)***
- **First Term Attrition Management *(Processes and policies that can reduce attrition rates)***
- **ManDay Model and rBuilder *(Combine two models)***
- **Reduce Officer Accession Requirement *(Extend obligations and offer bonuses)***
- **Scholarships *(Soldiers & civilians***